

Training and Evaluation Outline Report

Task Number: 07-6-1036

Task Title: Conduct a Delay (Battalion - Brigade)

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Destruction Notice: None

Foreign Disclosure: FD1 - This training product has been reviewed by the training developers in coordination with the MCoE G2 foreign disclosure officer. This training product can be used to instruct international military students from all approved countries without restrictions.

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	FM 3-90-1 (Change 002, April 13, 2015)	OFFENSE AND DEFENSE VOLUME 1	Yes	No
	FM 3-90.6	Brigade Combat Team	Yes	Yes

Condition: The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and has received an operation order (OPORD) or fragmentary order (FRAGORD) to delay at the location and time specified. The order includes all applicable overlays and/or graphics. The delay may be either to delay in an area of operation (AO) or to delay forward of a specified line or position for a specified time. The enemy can attack with ground forces (mounted or dismounted) supported by indirect fire and air. The BCT/BN has communications with higher, adjacent, subordinate, and supporting elements. The unit is provided guidance by the Rules of Engagement (ROE). It may also have Mission Instructions, such as a peace mandate, Terms of Reference, and Status of Forces Agreement (SOFA). Coalition forces, noncombatants, government agencies, nongovernment organizations, and local and international media may be in the operational environment (OE). Some iterations should be performed in an IED environment.

Some iterations of this task should be performed in MOPP 4.

Standard: The BCT/BN conducts the delay in accordance with (IAW) FM 3-90.6, standard operating procedures (SOP), the order, and/or higher commander's guidance. The unit maintains contact with the enemy. The unit is not penetrated or bypassed by the enemy force. The unit delays by combining maneuver, fires, obstacles, and avoidance of decisive engagement to achieve the commander's intent. The unit complies with the ROE, mission instructions, higher HQ order, and other special orders.

Safety Risk: Low

Task Statements

Cue: The brigade combat team (BCT) or battalion (BN) is conducting operations independently or as part of a higher headquarters (HQ) and has received an operation order (OPORD) or fragmentary order (FRAGORD) to delay at the location and time specified.

DANGER

None

WARNING

None

CAUTION

None

Remarks: None

Notes: None

TASK STEPS

* 1. PLAN - BCT/BN leaders gain and/or maintain situational understanding (SU) using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources include human intelligence (HUMINT), signal intelligence (SIGINT), and imagery intelligence (IMINT) to include unmanned aircraft systems (UASs) and unattended ground sensors (UGSs).

* 2. BCT/BN commander and staff receive an order or anticipate a new mission and begin the military decisionmaking process (MDMP). (Refer to Task 71-8-5110, Plan Operations using the Military Decisionmaking Process for further details.)

* 3. BCT/BN commander and staff plan to conduct a delay at the location and time specified and take the following actions:

a. Determine the type of delay mission:

(1) Delay within an AO.

(2) Delay forward of a specific area or position for a specific period of time.

b. Conduct a map reconnaissance.

c. Choose the best method of delay (delay from successive or delay from alternate positions) using the mission variables of mission, enemy, terrain, troops, time available, and civil considerations (METT-TC).

d. Distribute all intelligence products to the entire staff and subordinate units to support parallel planning.

e. Conduct IPB. (Refer to Task 71-8-2210, Perform Intelligence Preparation of the Battlefield [Battalion-Corps], for further details.)

f. Organize the unit to accomplish the mission. (Refer to Task 71-8-5123, Task Organize for Operations, for further details.) The BCT/BN usually organizes into-

(1) Security force.

(2) Main body.

(3) Reserve.

g. Integrate and synchronize warfighting functions based on the mission variables of METT-TC. They take the following actions:

(1) Synchronize fires by:

(a) Designating priority of fires (initial priority of fires is normally allocated to forward security forces).

(b) Planning targets along enemy reconnaissance avenues of approach.

(c) Planning to engage approaching enemy formations at maximum range with indirect fires and close air support (CAS), if available.

(d) Developing clear triggers to adjust fire support coordinating measures (FSCMs) and priority of fires.

(e) Coordinating the movement of indirect fire assets to support the essential fire support tasks (EFSTs).

- (f) Ensuring indirect fire asset movements are coordinated with the scheme of maneuver.
- (g) Developing and rehearsing the observation plan to ensure all targets are adequately observed.
- (h) Ensuring integration of fires in support of critical obstacle effects.
- (i) Planning fires to support a delay movement, defense, or counterattack IAW the commander's intent.

(2) Synchronize engineer support by taking the following actions:

- (a) Plan the transition to countermobility and survivability efforts in detail.
- (b) Plan to site situational obstacles early.
- (c) Plan multiple locations for situational obstacles to support depth and flexibility.
- (d) Plan and coordinate adequate security for obstacle emplacement.
- (e) Integrate triggers for obstacles in the decision support template (DST).
- (f) Plan the countermobility effort to shape the enemy's maneuver into positions of vulnerability.
- (g) Plan adequate mobility support for the withdrawal or countermobility.
- (h) Develop obstacle plans that are synchronized with maneuver and fires. Maximize all resources.

(3) Synchronize air defense (AD) support, if available, by taking the following actions:

- (a) Plan to position ADA assets and radar along air avenues of approach to provide early detection and engagement of enemy.
- (b) Plan all-around air defense protection to the unit with mutual supporting and overlapping fires (weight fires toward likely air avenues of approach).
- (c) Plan primary, alternate, and supplementary firing positions to support defensive positions in depth, delays, and counterattacks.
- (d) Plan to reposition ADA assets to replace lost assets or mass against significant air threats.
- (e) Establish priorities of air defense protection based on the criticality, vulnerability, and recoverability of units and the enemy.
- h. Identify special procedures and positions for limited visibility operations.
- i. Integrate deception into the overall plan.
- j. Plan details of the expected outcome of the delay executed by a subordinate.
- k. Designate route to allow withdrawal for subordinates elements between battle positions (BPs) or exits in each AO.
- l. Obstacle is covered by fire to slow the enemy and allow for disengagement by friendly units.

- m. Coordinate fires between the moving element and adjacent, supporting, and overwatch elements.
- n. Coordinate the withdrawal of unit elements with higher HQ and adjacent units.
- o. Conduct risk management. (Refer to Task 71-8-5145, Conduct Risk Management [Battalion-Corps].)

* 4. PREPARE - BCT/BN commander and staff conducts confirmation briefings with subordinates immediately after the OPOD is issued to ensure subordinates understand commander's intent and concept.

Note:

5. BCT/BN prepare for the delay by taking the following actions:

- a. Refine the plan based on continuously updated intelligence.
- b. Conduct extensive reconnaissance and surveillance by-

(1) Selecting routes to provide maximum mobility and emplace obstacles and/or enhance existing obstacles to degrade the mobility of the enemy.

(2) Selecting and marking routes to the rear and subsequent delay positions.

c. Conduct precombat checks and inspections by taking the following actions:

(1) Inspect and monitor the progress of defensive preparations to ensure they meet the commander's timeline.

(2) Identify shortfalls early enough to shift resources.

(3) Coordinate the array of forces, fires, and obstacles along flanks or seams between subordinate elements.

(4) Supervise subordinate MDMP/troop-leading procedures to ensure planning and preparations are consistent with the unit commander's intent.

d. Conduct rehearsals during day and limited visibility if possible.

e. Prepare to delay at the time prescribed in the higher HQ's order.

Note:

6. EXECUTE - BCT/BN executes the delay by taking the following actions:

a. Position forces by taking the following actions:

(1) Position assigned elements of AOs, battle positions, or a combination consistent with the commander's intent and mission variables of METT-TC.

(2) Occupy the initial delay position as a defensive position.

(3) Position the reserve in a location so that it could counterattack, move rapidly to reinforce, or cover the withdrawal of forward subordinate elements.

(4) Locate the main command post (CP) and combat trains to the rear and behind next rearward phase line (BN only).

(5) Locate the command group forward to control the operation.

- b. Use decision points or events as previously planned parameters to withdrawal.
- c. Security forces provide early warning on high-speed approaches and cover secondary approaches between BPs.
- d. Security forces fix, defeat, and destroy the enemy's reconnaissance and security elements without risking decisive engagement.
- e. Exploit and reinforce existing obstacles within the limits of available materials, time, and personnel to aid withdrawal.
- f. Provide forces with sufficient lethality and fire support to cover the withdrawal of forward elements.
- g. Engage the enemy at the greatest range using long-range fires.
- h. Force the enemy to deploy into assault formations repeatedly against successive BPs.
- i. Maintain contact with the enemy's main body.
- j. Maintain flank security.
- k. Achieve depth in the delay.
- l. Identify subsequent positions.

7. BCT/BN avoid decisive engagement, allowing the unit to withdraw and maneuver according to plan by taking the following actions:

- a. Commander approves subordinate element disengagement criteria.
- b. Subordinate elements conduct internal passage of lines as required.
- c. Ensure the unit was not bypassed or penetrated by the enemy.

8. BCT/BN commander terminates the delay when-

a. The delaying force conducts a rearward passage of lines through a defending force. (Refer to Task 07-6-1081, Conduct a Passage of Lines as a Passing Unit [Battalion-Brigade], or Task 07-6-1082, Conduct a Passage of Lines as a Stationary Unit [Battalion-Brigade], for further details.)

- b. Advancing enemy force reaches a culminating point, or
- c. Delaying force goes on the offense after being reinforced.

9. BCT/BN complies with ROE.

Note:

10. BCT/BN consolidate as required. (Refer to Task 07-6-5037, Conduct Consolidation [Battalion-Brigade].)

11. BCT/BN reorganize as required. (Refer to Task 07-6-5082, Conduct Reorganization [Battalion-Brigade].)

* 12. BCT/BN commander and staff assess the situation.

a. Conduct mission command and report the developing situation to higher HQ.

b. Reposition main and tactical command posts to sustain constant monitoring and tracking of subordinate units and to evaluate intelligence that impacts on decision points.

13. BCT/BN reports status to higher HQs and continues operations as directed.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. BCT/BN leaders gained and/or maintained situational understanding.			
2. BCT/BN commander and staff received an order or anticipated a new mission and began the military decisionmaking process (MDMP).			
3. BCT/BN commander and staff planned to conduct a delay at the location and time specified.			
4. BCT/BN commander and staff conducted confirmation briefings with subordinates immediately after the OPORD was issued ensuring subordinates understood commander's intent and concept.			
5. BCT/BN prepared for the delay.			
6. BCT/BN executed the delay.			
7. BCT/BN avoided decisive engagement, allowing the unit to withdraw and maneuver according to plan.			
8. BCT/BN commander terminated the delay, as needed.			
9. BCT/BN complied with ROE.			
10. BCT/BN consolidated as required.			
11. BCT/BN reorganized as required.			
12. BCT/BN commander and staff assessed the situation.			
13. BCT/BN reported status to higher HQs and continued operations as directed.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP 4: Sometimes

MOPP 4 Statement: None

NVG: Sometimes

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5111	Conduct the Military Decisionmaking Process (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	06-6-5059	Coordinate Target Attack	06 - Field Artillery (Collective)	Approved
	07-6-1252	Conduct a Combined Arms Breach of an Obstacle (Battalion - Brigade)	07 - Infantry (Collective)	Approved
	07-6-5037	Conduct Consolidation (Battalion - Brigade)	07 - Infantry (Collective)	Approved
	07-6-5082	Conduct Reorganization (Battalion - Brigade)	07 - Infantry (Collective)	Approved
	17-6-0308	Synchronize Close Air Support (Battalion - Brigade)	17 - Armor (Collective)	Approved
	17-6-3809	Conduct Battle Handover (Battalion - Brigade)	17 - Armor (Collective)	Approved
	71-8-5121	Establish Coordination and Liaison (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	071-430-0028	Consolidate and Reorganize a Unit	071 - Infantry (Individual)	Approved
	071-600-0009	Coordinate with Supported Units	071 - Infantry (Individual)	Approved
	171-123-1301	Conduct an Area or Zone Reconnaissance	171 - Armor (Individual)	Approved

Supporting Drill Task(s):

Step Number	Drill Number	Drill Title	Drill Type	Proponent	Status
	07-3-D9504	React to Indirect Fire	Battle Drill	07 - Infantry (Collective)	Approved
	17-3-D8004	React to Air Attack	Battle Drill	17 - Armor (Collective)	Approved

Supported AUTL/UJTL Task(s):

Task ID	Title
ART 7.2.3.1	Conduct a Delay

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
	71-03/7/1	Close Combat Tactical Trainer (CCTT) Mobile Reconfigurable Vehicle Tactical Trainer (RVTT)	DVC	1
	71-03/6	Close Combat Tactical Trainer (CCTT) Mobile Reconfigurable Vehicle Simulator (RVS) Series	DVC	1
	DVC-VBS2	VIRTUAL BATTLESPACE 2 (Local TADSS – Not in TSMATS/PAM 25-30)	SIM	1

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Materiel Items (NSN)

Step ID	NSN	LIN	Title	Qty
No materiel items specified				

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT. .

Safety: In a training environment, leaders must perform a risk assessment in accordance with ATP 5-19, Risk Management. Leaders will complete the current Deliberate Risk Assessment Worksheet in accordance with the TRADOC Safety Officer during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, Multiservice Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical (NBC) Protection, FM 3-11.5, Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination. .